



Club Founder
Dr. Mahmoud Bahgat



International Factories Club

Factory Business Introduction

Plant Manager Strategic & Executive Roles



Co-Founder & Host:
Dr. Ahmed Rafat

Online zoom

10 pm KSA Egy - 11 pm UAE



Dr. Ahmed Raafat

Plant Manager
& Pharma Design Consultant

Saturday 28th Sep 2024



Dr. Ahmed Mohamed Raafat

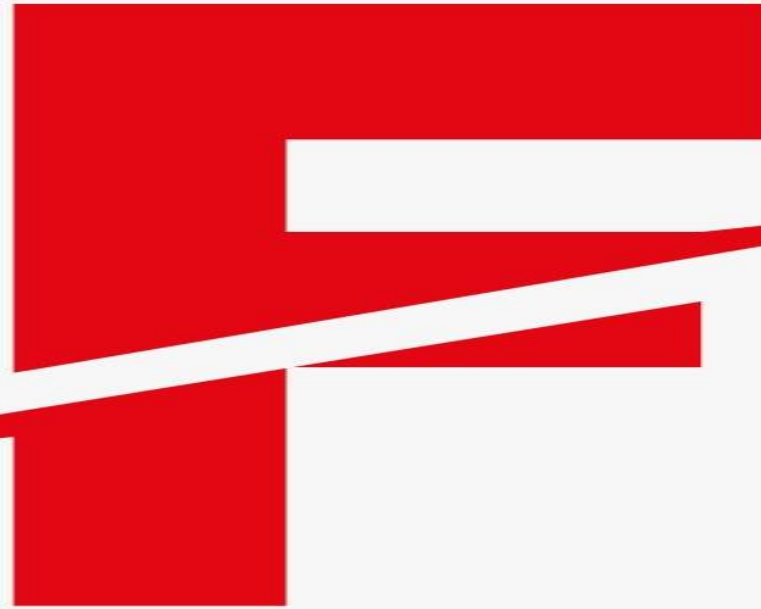
Education:

- B.Sc. of Pharmacy, Faculty of Pharmacy, Alex. University, Good, May 2000.
- M.B.A. from AASTM, GPA = 3.6, Jan. 2005.
- Operation Management Diploma, Knowledge Institute, Jan. 2010.

Experience:

- 02/2018 – Now: Plant Manager & Pharma Design Consultant
- 04/2016 – 02/2018: Project Manager SAJA Pharmaceutical
- 09/2009 – 03/2016: Production Manager ADWIA Pharmaceuticals
- 04/2005 – 08/2009: RD Section Head ADWIA Pharmaceutical
- 04/2004 – 03/2005: Sterile Area Section Head Arab Caps
- 02/2002 – 03/2004: Production Section Head EEPI (Pharco group)

International



Factories Club

Sharpen your skills

PART 1: INTRODUCTION TO INTERNATIONAL FACTORIES CLUB

By: Dr. Ahmed Mohamed Raafat



International Factory Club (IFC)



- **Who should attend?**
 - ✓ **All whom are not only interested in factory business but also looking forward to boost their career in the business.**

International Factory Club (IFC)

- **Objectives:**
 - ✓ Explaining the different roles of personnel inside the factory.
 - ✓ Explaining the job description of each role:
 - Criteria
 - Responsibilities



International Factory Club (IFC)



- **Objectives:**

- ✓ **Showing what is needed to sharpen your skills to improve your career inside the factory.**
- ✓ **Explaining the laws, guidelines and regulations guiding the work inside the factory.**



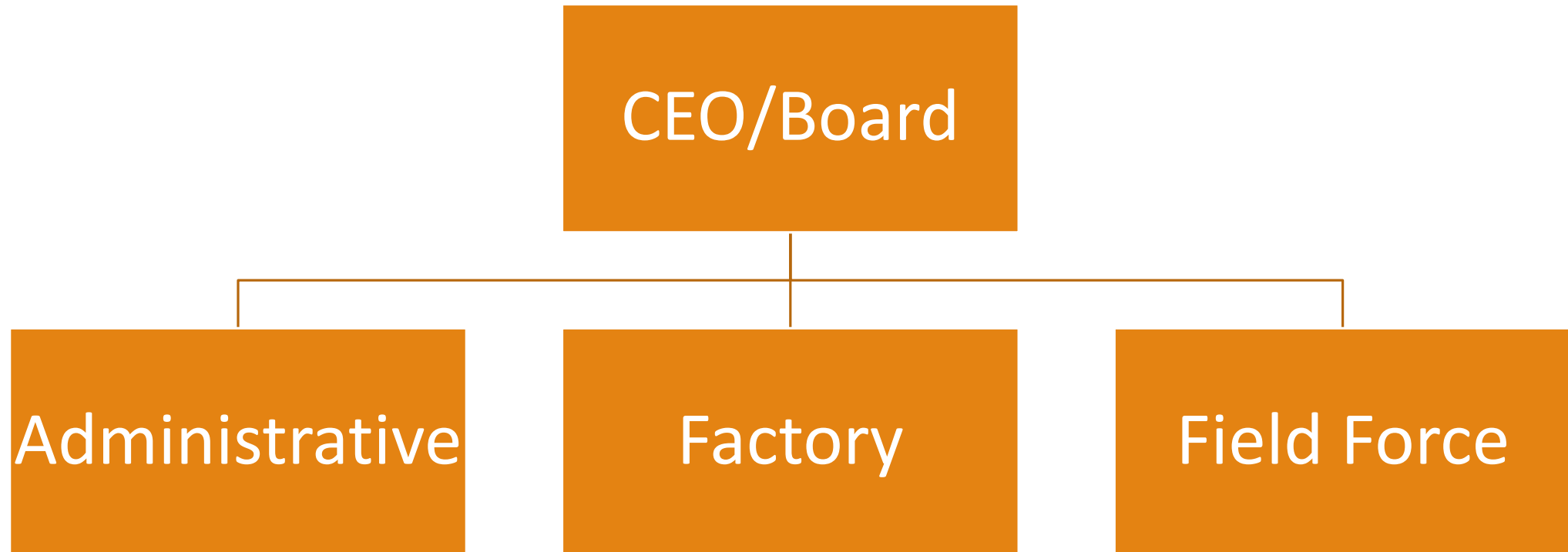
International Factory Club (IFC)

- **Q1: Why Factory **NOT** Plant?**
 - ✓ Not only for Pharmaceuticals.
 - ✓ More general.
 - ✓ Not restricted to what inside the plant boundaries.

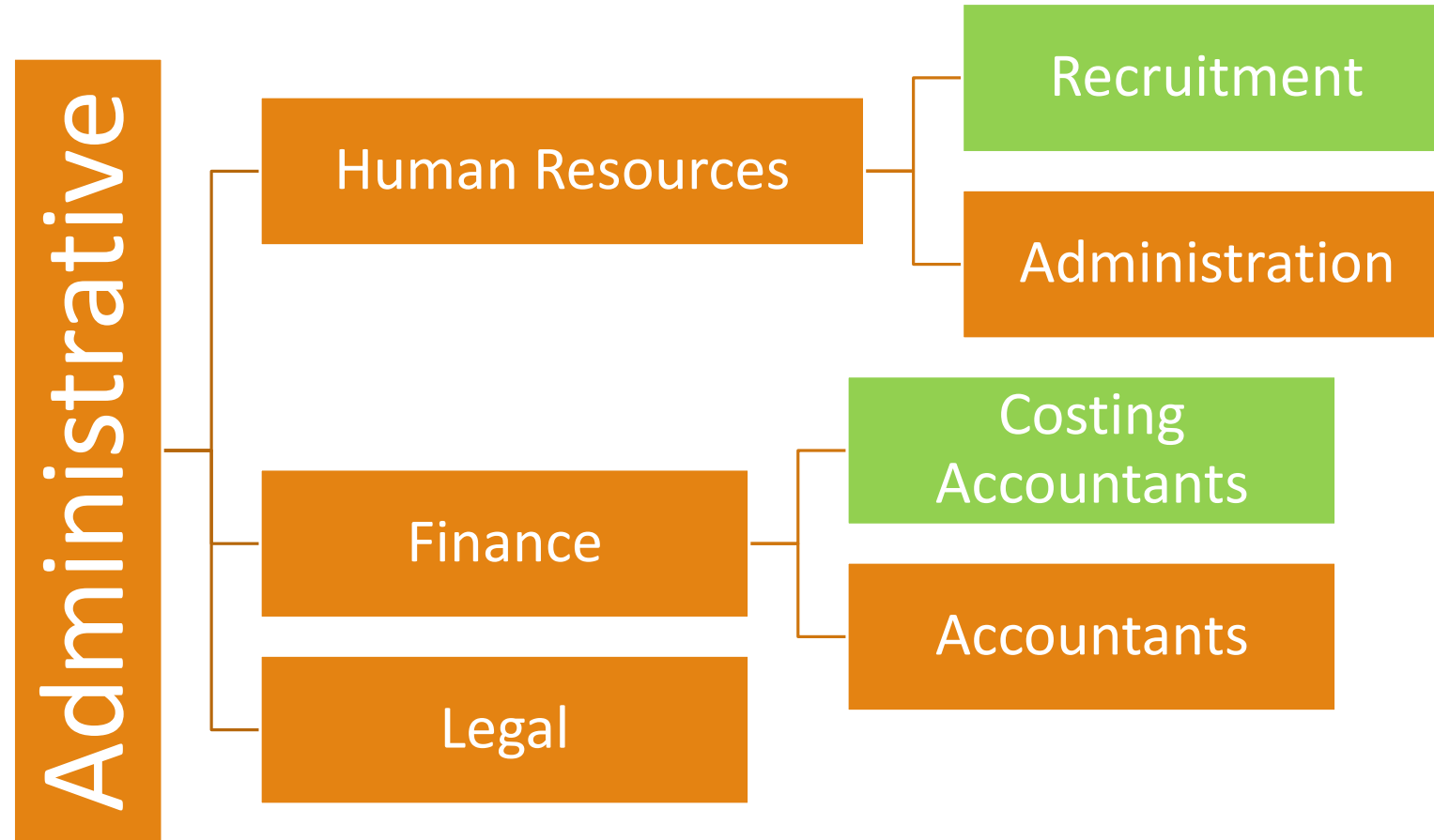


International Factory Club (IFC)

- Q2 What is most Factories' Organogram?



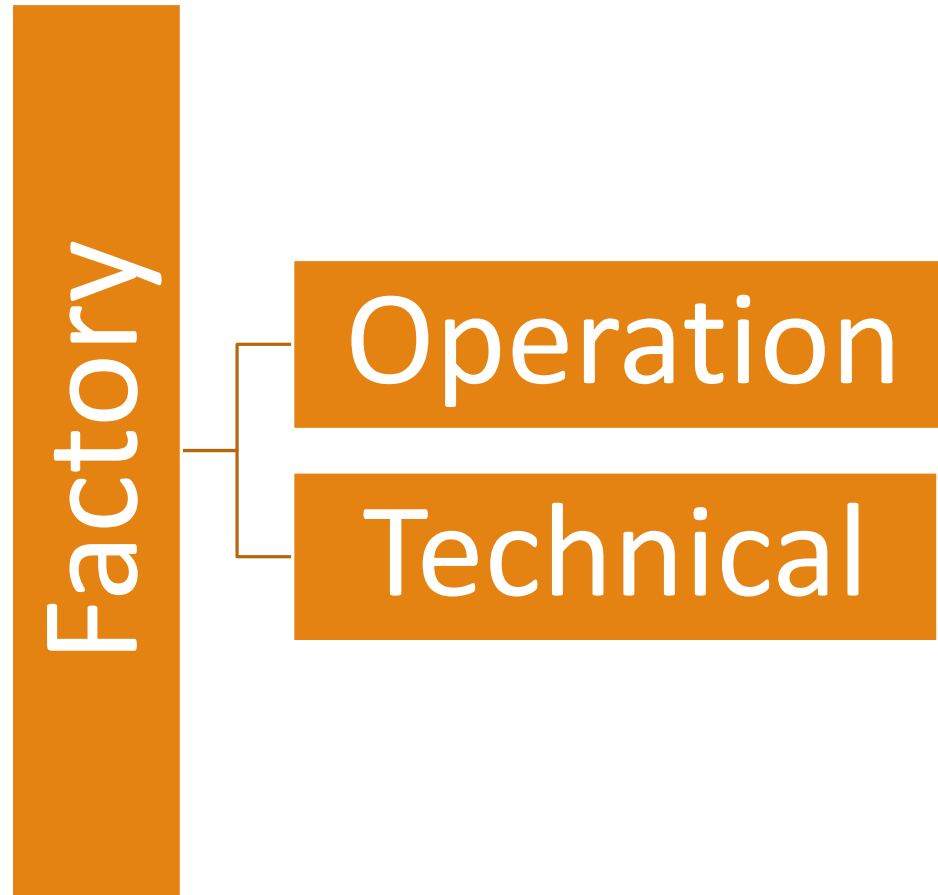
International Factory Club (IFC)



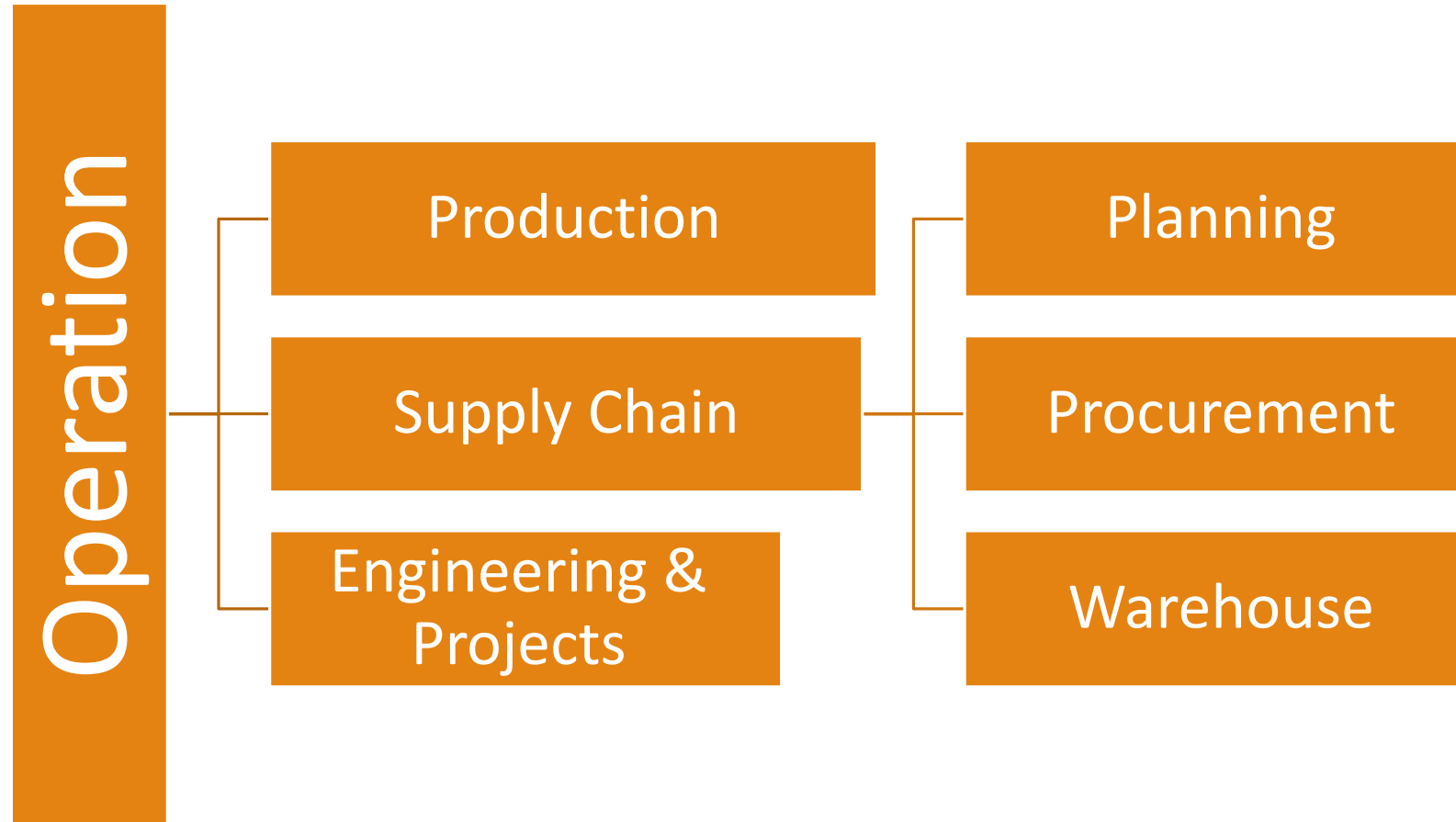
International Factory Club (IFC)



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International Factory Club (IFC)



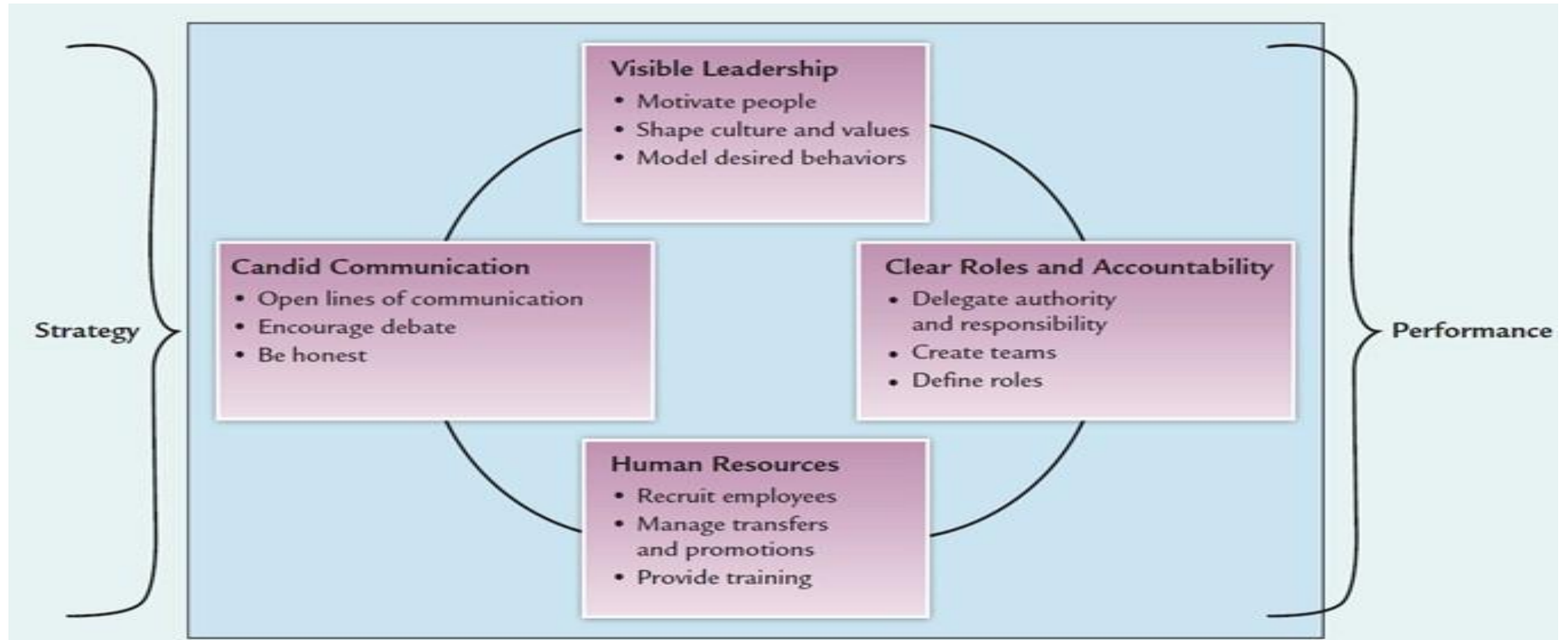


PART 2:

FACTORY MANAGER STRATEGIC & EXECUTIVE ROLES

By: Dr. Ahmed Mohamed Raafat

PUTTING STRATEGY TO ACTION



STRATEGY LEVELS

- Levels of strategies:
 - Corporate Strategy
 - Business Strategy
 - Functional Strategy
 - Operational Strategy



Corporate Level

CEO/Board

Business Level

Factory Manager

Scientific Office Manager

Functional Level

Operational Manager

Technical Manager

Sales Manager

Strategic and Supporting Goals



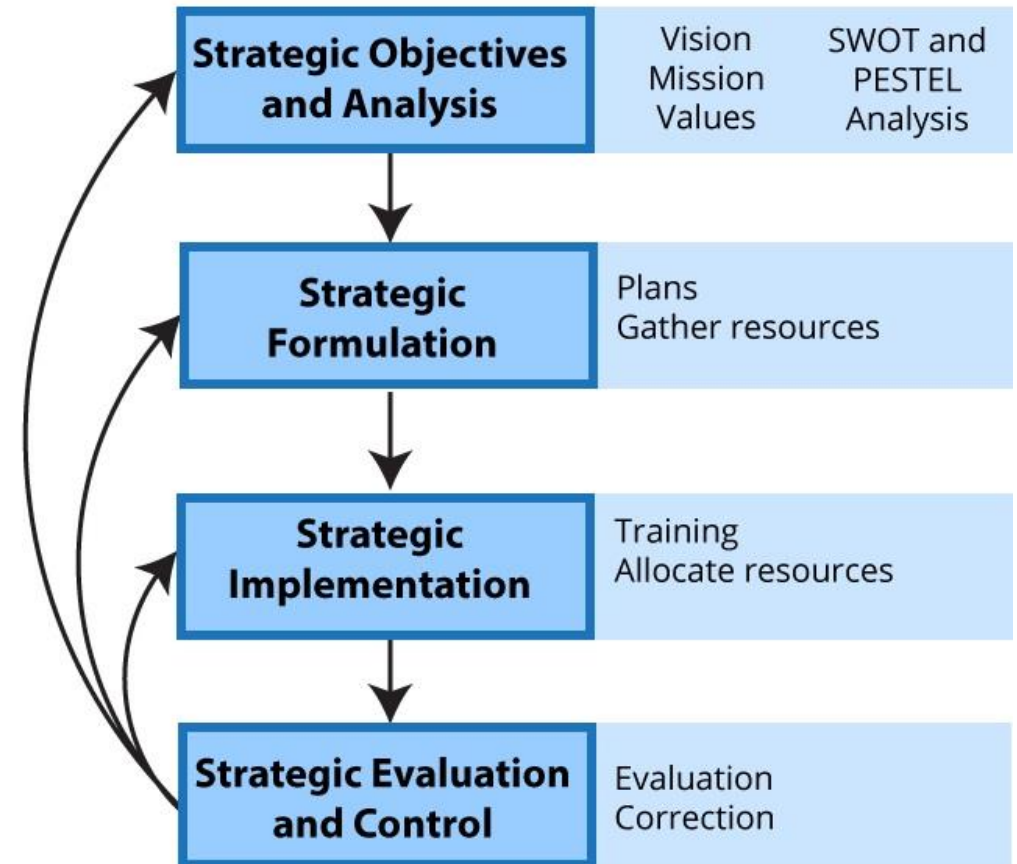
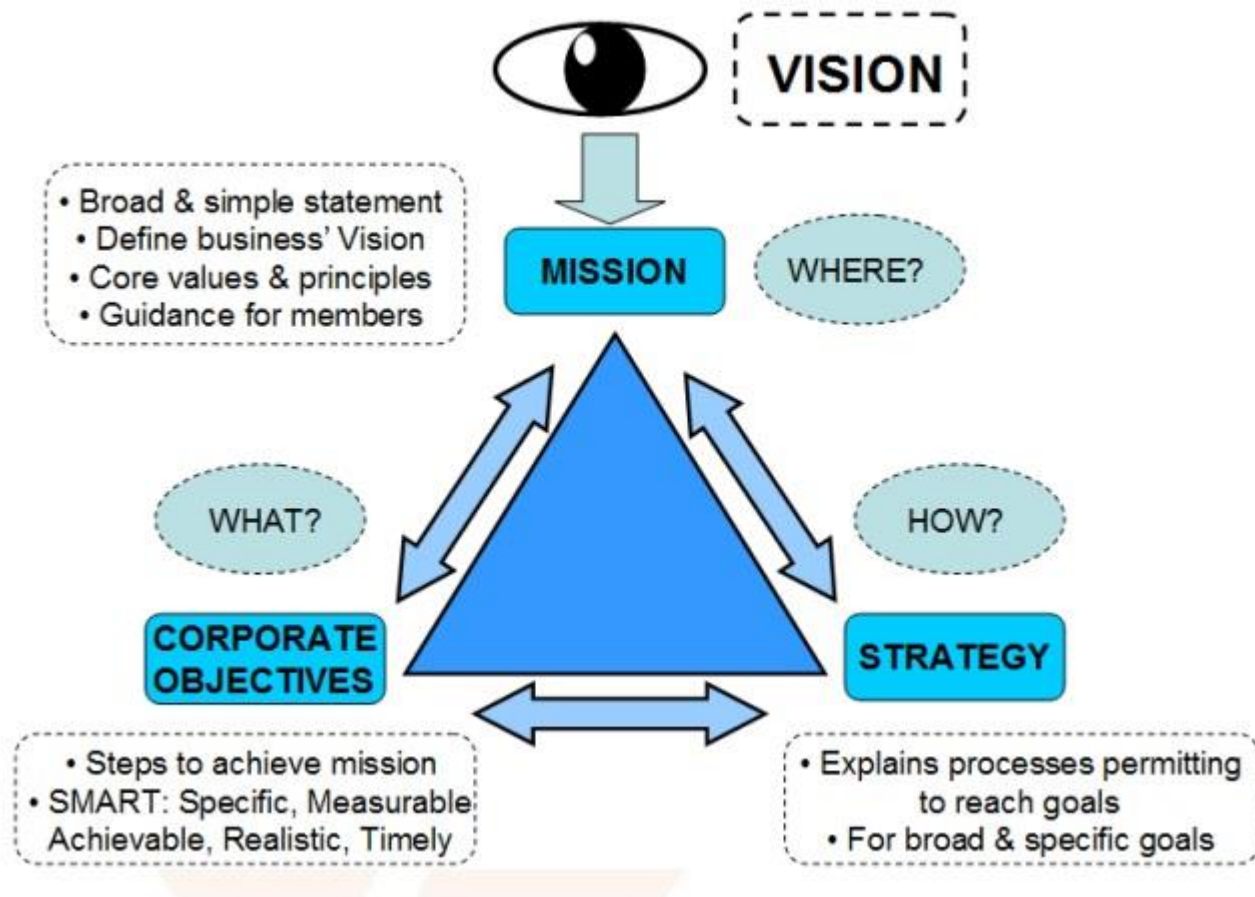
CORPORATE STRATEGY

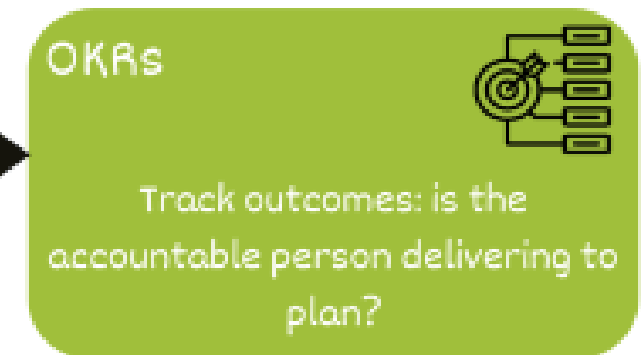
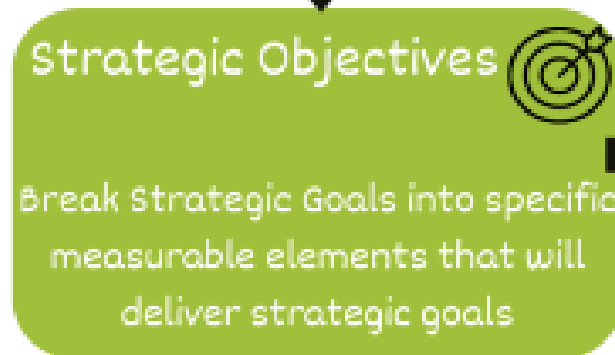
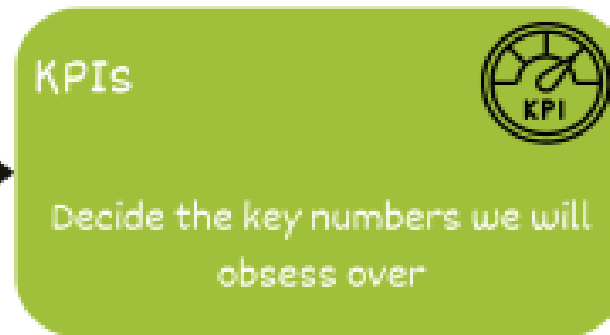
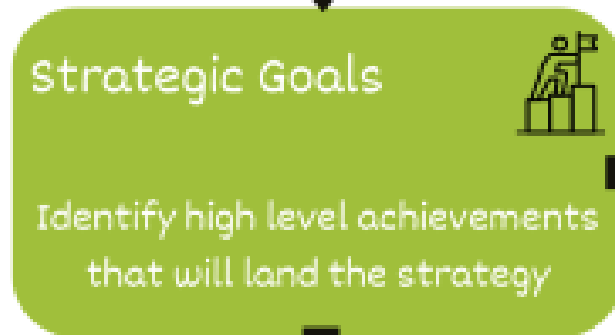
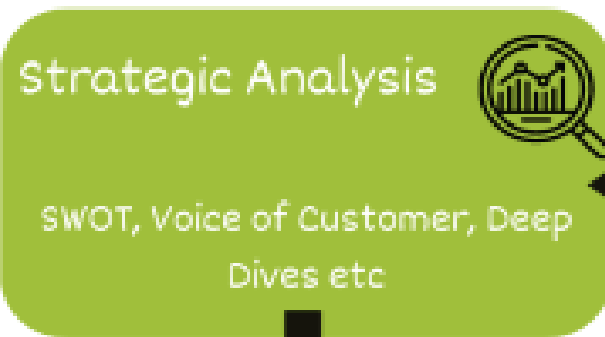
- Corporate strategy is the guiding force behind business. These high-level strategies will define company's main purpose(s).
- When setting corporate strategy, it will directly affect the decision-making in every other part of your business. It will help:
 - ✓ Set priorities and common goals
 - ✓ Focus the use of resources
 - ✓ Specify the expected results or achievement

CORPORATE STRATEGY

- Strategies at this level are more conceptual and futuristic than the other levels.
- It defines the organization's overall direction and the high-level ideas of how to move towards it.
- These represent the long-term aspirations of a company, outlining the desired future state.







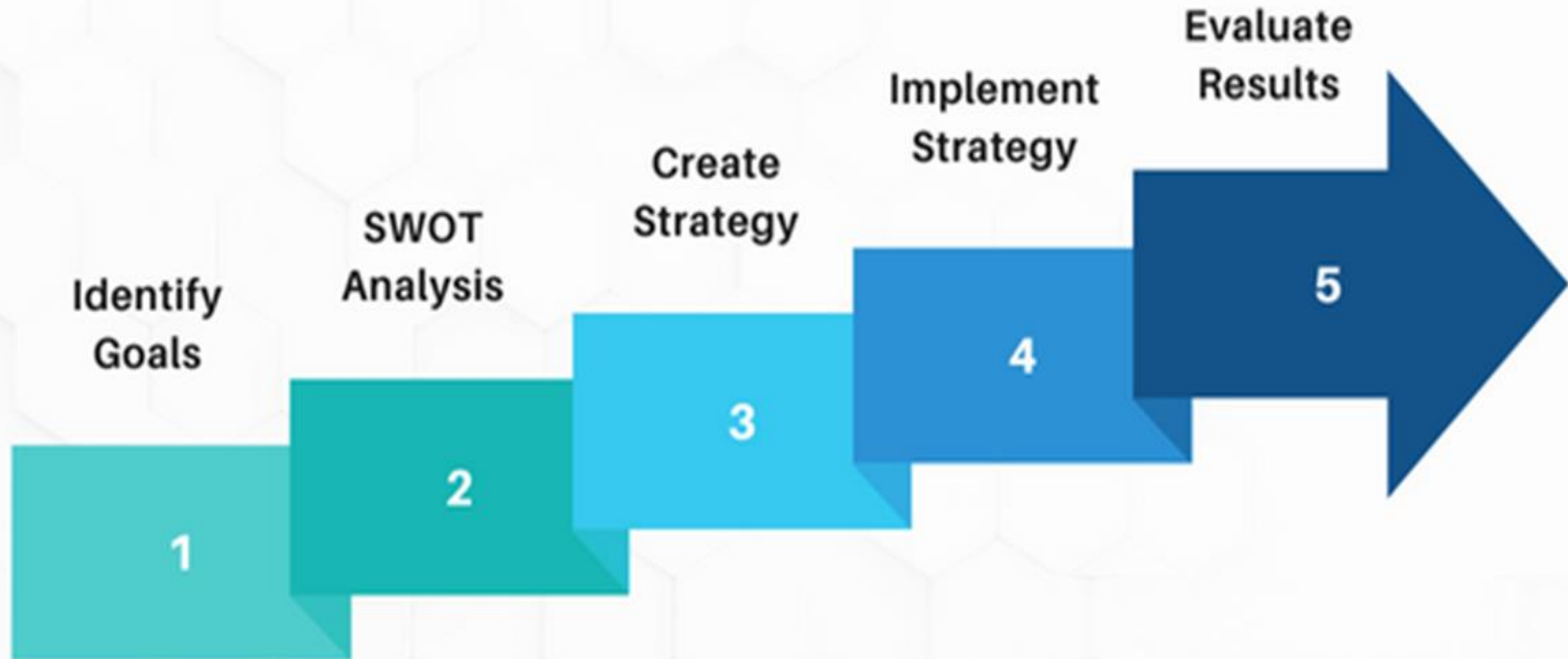
**strategic
goals**
from mission to
execution

CORPORATE STRATEGY

- Corporate Strategy generally encompasses:
 - The corporate goals
 - The strategic objectives
 - The most important KPIs

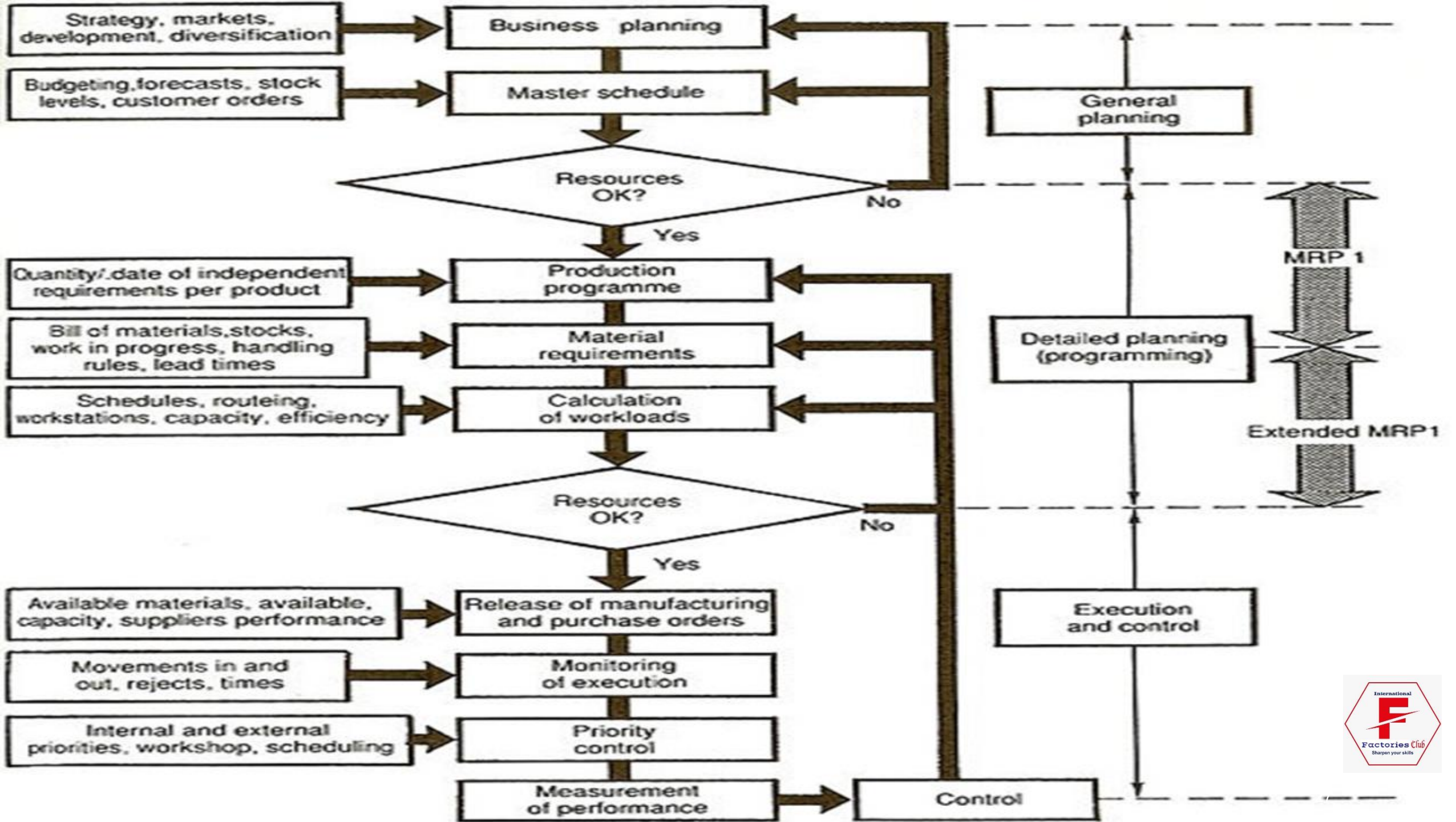
STRATEGIC MANAGEMENT PROCESS

5-Step Process



FACTORY MANAGER ROLE

It is the role of Factory Manager to translate the CORPORATE STRATEGIES into SMART CORPORATE OBJECTIVES that define how the company will achieve its GOALS



FACTORY MANAGER SHOULD BE

- **MORE MANAGER THAN LEADER**
 - **DICTATOR**
- **DETAIL ORIENTED**
- **MORE MANAGERIAL THAN TECHNICAL**
- **MORE PROACTIVE THAN REACTIVE**

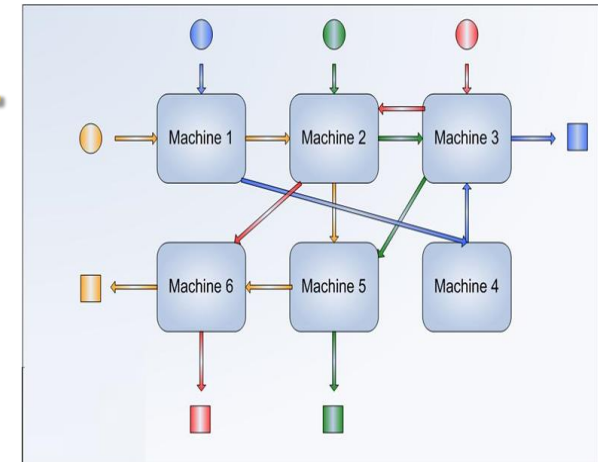
NO STRATEGY



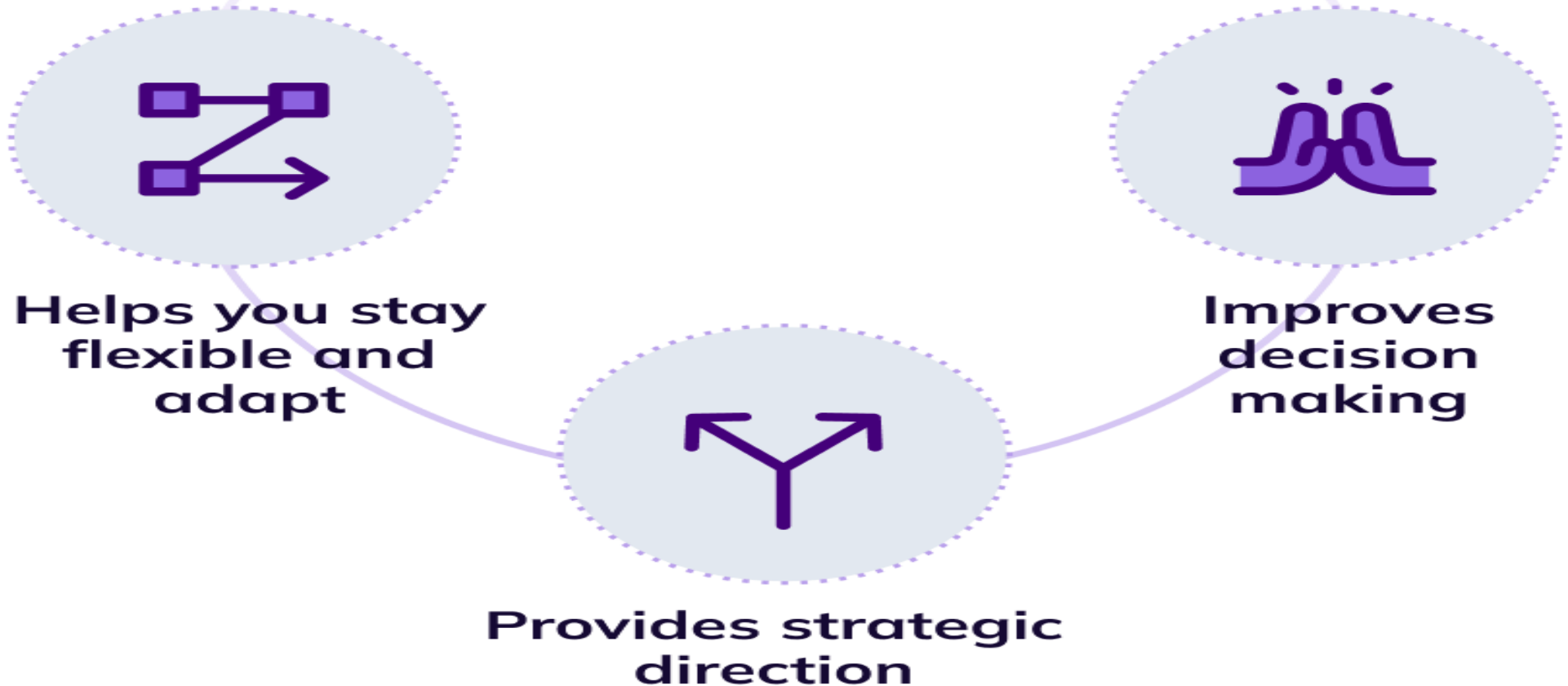
- A business with weak or non-existent long-term goals is like a leaf in the wind.
 - » It moves in no particular direction and is subject to every and any change in the environment.
 - » It jumps from trend to trend without understanding what causes them, trying to get as much benefit out of them as possible.
 - » Sometimes it succeeds, others not so much.
 - » As a result, its performance is a **roller coaster** , move fast towards nowhere.
- A business with no corporate goals is in **reactive mode**.

FACTORY MANAGER SHOULD BE

- MORE LEADER THAN MANAGER
 - CHARISMATIC DICTATOR
 - EMPOWER & DELEGATE
 - MORE TASK ORIENTED THAN ANALYSER
- MORE TECHNICAL THAN MANAGERIAL
- MORE REACTIVE THAN PROACTIVE
 - CREATIVE
 - FLEXIBLE



Benefits of a Corporate Level Strategy



Benefits of Corporate Goals

- **Strategic roadmap:**
 - ✓ provide a high-level [vision](#) for the company's future.
 - ✓ act as a guiding star, helping management chart a strategic course and prioritize resources to achieve long-term success.
 - ✓ companies can make informed decisions about resource allocation, investments, and market opportunities.
- **Alignment and focus:** ensures everyone in the company is working towards the same overarching vision through achieving greater focus and efficiency in operations.

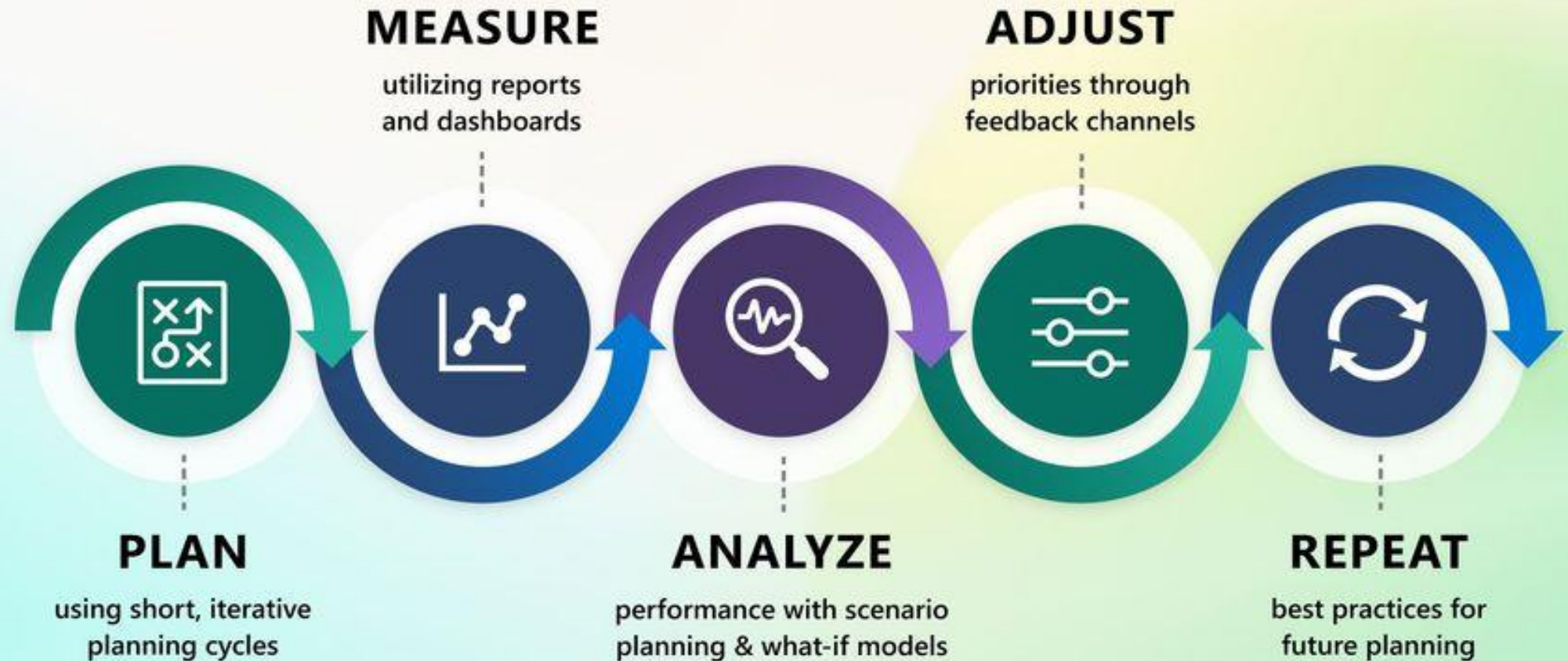
Benefits of Corporate Goals

- **Improved performance:** By tracking progress towards objectives linked to goals, companies can identify areas for improvement and adjust their strategies as needed. This continuous evaluation and adaptation drive better overall performance and keep companies competitive in the long run.
- **Motivation and engagement:** Employees feel motivated to go the extra mile, knowing their work directly impacts the company's success. This increased engagement leads to a more productive and motivated workforce.

Benefits of Corporate Goals

- **Clear communication:** By openly discussing and communicating the company's goals, managers can build a shared understanding of the organization's direction and priorities. This transparency fosters trust and collaboration among employees at all levels.

THE CONTINUOUS PLANNING LIFECYCLE



Corporate Level

Business Level

Functional Level

CEO/Board

Factory Manager

Scientific Office Manager

Operational Manager

Technical Manager

Sales Manager

BUSINESS LEVEL STRATEGY

- Business level strategies translate corporate strategies into more tangible actions.
- In other words, business strategies will define the assignments and actions required to achieve your corporate strategy.
- For example, building on the corporate strategy to increase market share, the business strategies that support this goal might be:
 - ✓ Increasing the marketing budget
 - ✓ Improving product quality
 - ✓ Broadening exposure

BUSINESS LEVEL STRATEGY

- **Breaking down corporate strategy to measurable parts**
 - ✓ WHO
 - ✓ WHAT
 - ✓ HOW
 - ✓ WHEN
- It is the sum of the strategic planning and implementation activities that set and steer the direction of an individual business unit.

BUSINESS LEVEL STRATEGY

- Business Level Strategy is either:
 - ✓ Cost
 - ✓ Quality
 - ✓ Distribution
 - ✓ Technology
 - ✓ Intellectual Property

BUSINESS LEVEL STRATEGY

- Although Business units' Manager (Factory Manager) have to execute in all of these principles **but** focusing in one is the easiest way.
 - The risk of failure grows exponentially as a company combines these strategies.
 - If a company puts equal emphasis on these strategies its message will diffuse into confusion in the mind set of the customers (subordinates)

BUSINESS LEVEL STRATEGY

- Pharmaceutical companies are masters in distribution strategy
 - Pharmaceutical companies aligned with them for sales and distribution rather than compete with them.
 - **Main weakness »» This strategy can be easily copied.**
 - **Lesson learned »» when you gain dominance with one strategy, don't forget that you still need tactical solutions to other four strategies.**

BUSINESS LEVEL STRATEGY

- Intellectual Property (IP) strategy is essentially a technology strategy without manufacturing, which is why it is so popular with small start-ups.
- It is the cheapest way to enter a market and the easiest strategy to lose a market and business with, because you have nothing to fall back on if you don't think of something.
- By using IP strategy, big Pharma companies had typically come out on top in revenue share due to their vertically integrated sales and distribution channels.

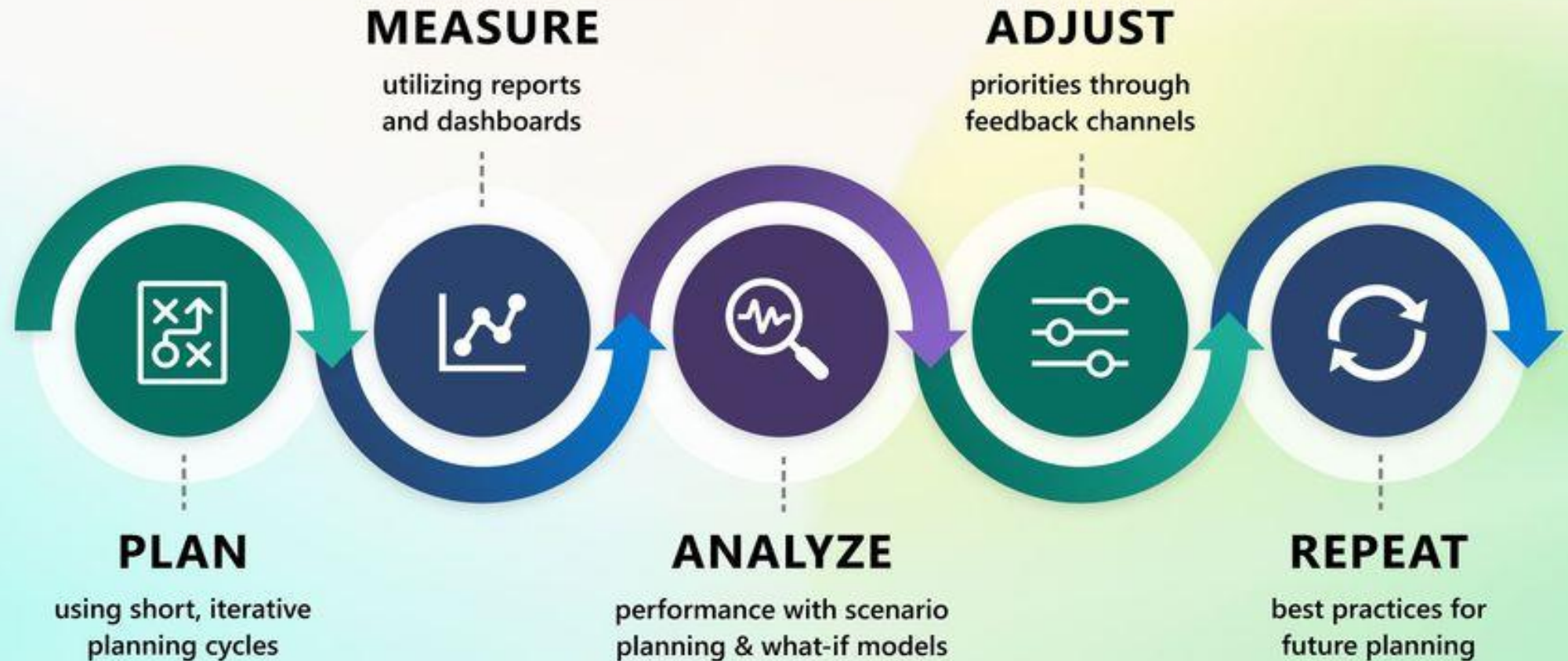
BUSINESS LEVEL STRATEGY

- It is the role of Factory Manager to establish the Business Level Strategy, through:
 - ✓ Analyze current stand:
 - Define core competencies.
 - Address customers and competitors.
 - ✓ Prioritize focus area.
 - ✓ Define strategic objectives.
 - ✓ Assign KPIs.
 - ✓ Create projects & cascade it to functional level strategies

BUSINESS LEVEL STRATEGY

- Cascading Business objectives to functional level strategies:
 1. Share the business level strategy with department heads.
 2. Identify relevant objectives and projects for each department.
 3. Define focus areas based on the identified objectives and projects.
 4. Develop department-specific strategies and tactics. Address specific actions each department will take.
 5. Align efforts and coordinate among departments.

THE CONTINUOUS PLANNING LIFECYCLE



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FUNCTIONAL LEVEL STRATEGY

- Functional level strategies are the actions and goals assigned to various departments that support business level strategy and corporate level strategy.
 - These strategies specify the outcomes to be achieved from the daily operations of specific departments of business.
- If the corporate level strategy is increasing market share, functional level strategy would be:
 - HR: increase hiring of highly-trained employees
 - Marketing: improve brand identification
 - Production: reduce rejections

FUNCTIONAL LEVEL STRATEGY

- In terms of strategic planning, a functional strategy should be the last strategy level created during the strategic management process as it defines:

'HOW are we going to support business objective on the departmental level?'

Key Variables Of Functional Level Strategy

1) Detail

- Functional level strategy will have the most detail of the three strategy types.
 - ✓ Specify goals and actionable items for each department with various metrics through which Factory Manager gauge the success of team's actions.

Key Variables Of Functional Level Strategy

2) Alignment

- Functional level strategies should always align with the business level strategies and corporate level strategies above them.
 - ✓ Corporate strategy is to improve market share.
 - ✓ Business strategy is to improve brand identification,
 - ✓ Functional strategies to be for the marketing department to update their computer systems.
- Factory Manager ensures success (and gain the support of high-level management) when all three strategy levels are pointed toward the same result.

Key Variables Of Functional Level Strategy

3) Progress

- When trying to measure progress, it can be easy to include too much information and become inundated with data. It's vital to keep in mind what business level strategies and corporate level strategies are and only measure the aspects that help determine if progressing toward those goals.

Key Variables Of Functional Level Strategy

4) Existing Resources

- Every functional level strategy that put in place should utilize the existing resources — both equipment and personnel — that each department has to offer.
- Put another way, that don't want to base marketing department strategy on resources they don't have. Doing so could seriously undermine the broader goals above it (at the business and corporate levels).

Key Variables Of Functional Level Strategy

5) Integration

- In addition to vertical alignment, functional level strategies should also be integrated horizontally within and among departments.
 - For example, coordinate purchasing, [inventory](#), and shipping within your operations department, and those activities with any new processes in the production department. That way, actionable items in one department don't put a speed bump in the actionable items of another department.

Steps to create a functional strategy aligned with corporate strategy

- **Step 1: Share and communicate corporate strategy with functional unit leaders**
- **Step 2: Strategy formulation on the functional level**
- **Step 3: Foster communication**
- **Step 4: Revise functional and corporate level strategies**
- **Step 5: Implement proposed changes to functional strategy**

THE CONTINUOUS PLANNING LIFECYCLE

